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Talent Management Practices and Employees' Performance: A Study on Selected Hotels in Rajasthan

Talent is the requirement of every organisation be it large or small. Without talent no organisation can grow or sustain. Talent is an inborn quality of an individual. It can be any trait an individual possess, which are horned to achieve the desired results. Being competent is not only enough to be a talent. The competent person should be committed to the causes and goals of the organization and should be able and willing to contribute to the success of the organization.

Talent Management can be " attracting, recruiting, engaging, developing and retaining those people who possess potential and creates value for the organisation and themselves" or

"A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs"

Talent Management is about putting the right people with the right skills in the right position at the right time. Talent Management begins when an individual joins an organisation and continues throughout his tenure.

Talent Management approach focuses on recruitment, retention, employee development, leadership and high potential employee development, performance management, workforce planning etc. Success of talent management can be measured through Talent Management Metrics (overall talent retention rate, cost to hire talent, time it takes to hire talent, average tenure of the new hires, revenue per full time employee.

Today organisations need employees who are best at their work. The quality of people is the most valuable resource, particularly in today's changing world where knowledge flows round the globe with lightning speed and is easily available. Earlier organisations used to think that only top positions required talented people but now they have understood that it is not just the top positions which can make an organisation profitable/successful but it is the effort of everyone from top to bottom that makes an organisation. Organisations are in a fight with one another to snatch talent. The one who succeeds wins half the battle. Talented people are difficult to attract and retain too (difficult to nurture

and quick to lose). Therefore just attracting talent is not enough their retention for a long period is equally important for the people.

Characteristic of Talented People

1) Best in their work
2) Always ready to learn and take new challenges
3) Brings new ideas to work
4) Always involved in work
5) Gets bored of monotonous work
6) Difficult to retain
7) Always look for better prospects
8) Have full command of their present job role
9) They act as change agent
10) Different and innovative style of working
11) Never underestimates others and works in teams

After realising the importance of talented people organisations started focusing on talent management.

The term Talent Management was coined by David Watkins of Softcase published in an article of 1988.

Talent management is effectively managing the human resource so that they carry on the work well, bring good results and remain attached to the organisation. Management of talent is difficult task for every organisation.

Every organisation has to bring something new and better then their competitors. As the "war for talent" (McKinsey consultants group claimed the human resource as "war for talent in late 1990's) is on and more fierce.

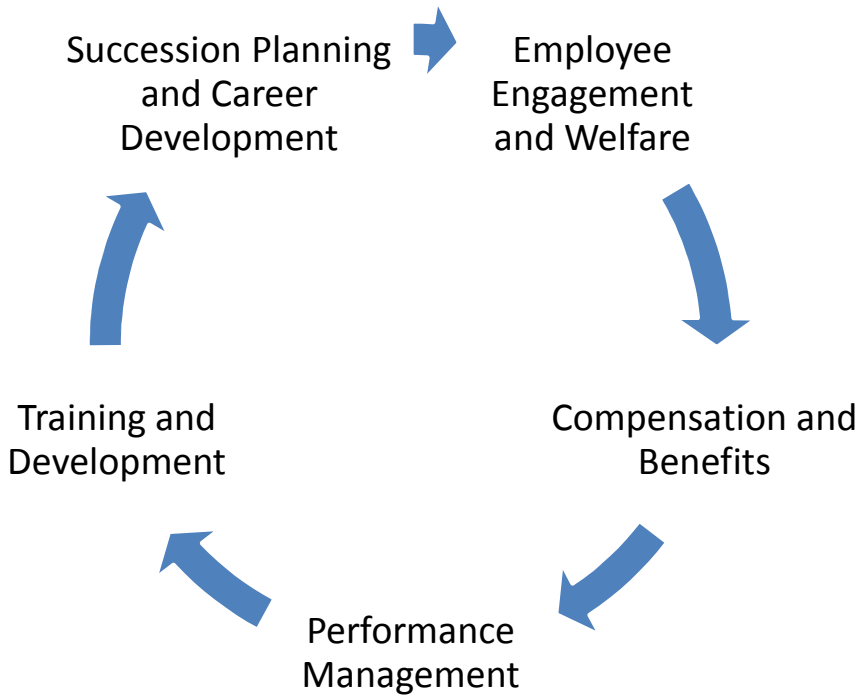
Impact on employee performance

- When the employee is aware of what is expected out of him/her and what are the possible positive outcome of meeting/exceeding the expectation, the motivation level among the team is high. Talent Management plays a significant role in creating a strong culture of succession planning.
- For high potential employees, Talent Management policies are vital to sustain them in the system. The productivity is definitely higher in organization which have a clear focus on Employee growth and development plan. By aligning organization's growth with their people's

growth, Companies are winning the potential employees to work at desirable standards.

- As per the trends observed among hotel management students, they prefer to work in an organization which provides them continuous opportunities to learn and grow. Similarly people working in hotels in India prefer to work with the employer that provided consistent learning growth in their jobs.
- With the correct implementation of talent management practices in hotel organizations, it can lay a great foundation of healthy work culture in the company. When the work culture is healthy, the scope of being a successful process driven organization is higher. Thus talent management practices are creating a positive and dynamic impact in the way the hotel organizations are working.

Wheel of Talent Management



Hotel Industry in India

- **Hotel industry** is all set to roll with big players entering the budget hotel segment. Due to a huge demand- supply gap, this segment holds enormous business potential. India is one of the world's most dynamic economies today. So with the rapidly growing trade the number of inbound, outbound & domestic tourist has also increased.
- The industry expects a boom in tourism in the domestic sector in India, & a growth of 10% to 15% over the next few years. A growth in tourism will certainly mean a boom in hotel & restaurants & in turn focus on its service sector & the human resource manning those services.
- There are more than hundred hotels in Jaipur itself. There is cut throat competition among them to attract talent. The reason for this scuffle is to gain competitive advantage. The human resource department is constantly on the search for attracting and retaining talent. They have adopted talent management strategies in order to attain high performance and achieve organizational effectiveness.
- The talent management program/ strategies includes sound organizational culture (no politics, right to be heard, no discrimination), training programs with certification, Job security, Brand image, Career development programs, Recognition and Rewards, Development of leadership skills, employee engagement activities, work life balance etc.

Hotels in Rajasthan

- ***Five Star***

These are hotels that offer only the highest level of accommodations and services. The properties offer a high degree of personal service. Although most five star hotels are large properties, sometimes the small independent (non-chain) property offers an elegant intimacy that can not be achieved in the larger setting. The hotel locations can vary from the very exclusive locations of a suburban area, to the heart of downtown. The hotel lobbies are sumptuous, the rooms complete with stylish furnishing and quality linens. The amenities often include: VCR′s, CD stereos, garden tubs or Jacuzzis, in-room video library, heated pools and more. The hotels feature up to three restaurants all with exquisite menus. Room service is usually available 24 hours a day. Fitness Centers and valet and/or garage parking are typically available. A concierge is also available to assist you.

Hotel Rajputana Sheraton, Rambagh Palace, Oberoi Rajvilas, Le Meridain, Holiday Inn and The Fern- An Ecotel Hotel comes under this category in Jaipur.

- ***Four Star***

Mostly large, formal hotels with smart reception areas, front desk service and bellhop service. The hotels are most often located near other hotels of the same caliber and are usually found near shopping, dining and other major attractions. The level of service is well above average and the rooms are well lit and well furnished. Restaurant dining is usually available and may include more than one choice. Some properties will offer continental breakfast and/or happy hour delicacies. Room service is usually available during most hours. Valet parking and/or garage service is also usually available. Concierge services, fitness centers and one or more pools are often provided.

Royal Orchid, Sarovar Portico, Bella Cassa, Lemon Tree comes under the category of four star hotels in Jaipur

- ***Three Star***

Typically these hotels offer more spacious accommodations that include well appointed rooms and decorated lobbies. Bellhop service is usually not available. They are often located near major expressways or business areas, convenient to shopping and moderate to high priced attractions. The hotels usually feature medium-sized restaurants that typically offer service breakfast through dinner. Room service availability may vary. Valet parking, fitness centers and pools are often provided.

Hotel Ginger, Hotel Aryaniwas, Las Vegas, Maharani Palace comes under the category of four star hotels in Jaipur.

- ***Two Star***

Typically smaller hotels managed by the proprietor. The hotel is often 2 - 4 stories high and usually has a more personal atmosphere. It′s usually located near affordable attractions, major intersections and convenient to public transportation. Furnishings and facilities are clean but basic. Most will not have a restaurant on site but are usually within walking distance to some good low-priced dining. Public access, past certain hours, may be restricted.

- ***One Star***

Usually denotes independent and name brand hotel chains with a reputation for offering consistent quality amenities. The hotel is usually small to medium-sized and conveniently located to moderately priced attractions. The facilities typically include telephones and TV′s in the bedroom. Some hotels offer limited restaurant service; however, room service and bellhop service is usually not provided.

The Governing Bodies of Hotel Industry

1) Hotel Association of India

Established in 1996, the Hotel Association of India (HAI) is the apex organization of the Indian Hospitality industry. With its membership extending from the major hotel groups, boutique hotels, heritage hotels, large, medium sized and smaller hotels, it represents the entire spectrum of the industry. Its Executive Committee is a potent combination of the commitment of hotel owners on one hand and hard-core professionalism of hotel managers on the other. From Industry veterans to budding hoteliers, the committee is charged with experience and fresh ideas in its determination to shape a bright future for the hotel industry of India. The current membership of the association is about 300 hotels from across the length and breadth of the country.

HAI - Hotel Association of India - an exclusive forum of the Indian Hotel Industry.

- Provides information advisory, consultative and representative services to the industry and Government.
- Serves as a national point of reference for the industry in India.
- Functions through a federal three-tier structure at the National level, State level and City level through Voluntary Chapters.
- Acts as a catalyst for industry action in regard to quality, productivity and human resource development.
- It is represented on all major policy making bodies concerned with the industry.
- Organises Seminar, Workshops, Research Studies in the interest of the industry.

2) The Federation of Hotel & Restaurant Associations of India

- The Federation of Hotel & Restaurant Associations of India, often known by the acronym, FHRAI, is the Apex Body of the four Regional Associations representing the Hospitality Industry. FHRAI provides an interface between the Hospitality Industry, Political Leadership, Academics, International Associations and other Stake Holders. FHRAI is committed to promote and protect the interests of the Hospitality

Industry. By actively seeking better privileges and more concessions for the Industry. FHRAI members are always kept abreast with the latest trade information and trends, statistical analysis and reports on various topics that have a direct impact on the Industry, Government notifications and circulars.

- FHRAI helps the Hospitality Industry to grow, prosper and keep in pace with the development in the International scenario. With more than 3824 members comprising of approximately 2484 hotels, 1204 restaurants, 132 associate members and the 4 regional associations, FHRAI is truly the voice of the Hospitality Industry that brings several million dollars to the exchequer and employs more than 17 million direct workers.

- FHRAI is the voice of the Hospitality Industry and provides an interface between the Hospitality Industry, Political Leadership, Academics, International Associations and other Stake Holders. Over the years FHRAI has strived to fulfill the mission that the Federation has set for itself; that of representing, promoting and developing the Hospitality Industry in India. There have been many successes along the way and the past one year has been specially fruitful.

Review of Literature

Hargargi A.(2008), *"Talent Retention in Indian BPO Sector: A Challenge"*, The study focuses on what organization need to do to retain their quality workforce and maintain the path to obtain goals. It can be concluded from the study that the rate of attrition has been a major concern for BPO industry. The reasons of attrition were explained along with the retention strategies.

Sinha D. & Sinha S.(2008) , *"Talent Retention In Academics: A Case study On management Institutes of Lucknow Affiliated to U.P. Technical University",* The study is conducted in Uttar Pradesh Technical University (UPTU), Lucknow one of the largest technical universities covering 40 to 45 colleges. The objective is to throw light on the conept of talent management, to analyze factors that lead to the high turnover rate of faculty and to suggest ways to reduce the turnover rate of faculty.

Grobler P. & Diedericks H. (2009), *"Talent Management: An Empirical Study of Selected South African Hotel Groups"*, The article sheds light on the use of Talent management practices in some of the major hotel groups in South Africa. Fourteen hotel groups participated in the survey

Piansoongnern O. & Anurit P. & Kuiyawattananonta S.(2011), *"Talent Management in Thai Cement Companies: A study of Strategies and Factors influencing employee engagement"*, The Study is conducted in three leading cement companies in Thailand ranging from the largest to smallest ones. Through the study it can be derived that top management support, fair salary, training opportunity, career advancement, balance of work and daily life keeps talent rooted to the organization.

Bano S. & Khan M. & Reham & Humayoun (2011), ***"Schematizing Talent Management, A core Business Issue"***, The paper throws light on the concept of talent management and its effectiveness for organizations in present competitive business environments. Relationship between Talent management with employee work engagement, Employee turnover avoidance and employee value addition has been explained.

Rani A & Joshi U.(2012), *"A Study of Talent Management as a Strategic Tool for the Organisation in Selected Indian IT Companies",* addresses how recruitment and selection a traditional function of HRM needs to be managed in an organizational context that has a focus on Talent Management. The Study was conducted in Tech. Mahindra and Infosys. After comparing the talent management processes of the two IT companies the relationship between the talent management and talent issues like retention is derived.

Saxena S. (2012), *"Talent Retention Of Female Faculties In India",* The paper analyses the causes of high attrition rate of female employees in the technical institutes and ways to reduce the turnover rate. The study throws light on the expectation of the female staff with the job and the problems they face. It

also suggests the changes both in organizational and work policies for female retention.

Gupta M. & Aggarwal K. (2012), *"Talent Management Strategy: A Study on Private Banks In India"*, The research explores areas of best practice and issues that organizations are struggling with to gain an understanding of the reality of talent management strategies. Talent management is an accepted phenomenon in Axis and ICICI bank and various programmes have been undertaken to enhance it.

Pandey A. (2012), *"Talent Management in IT Sector"*, The study was undertaken in TCS, Infosys and HCL with the objective to compare the talent management process at TCS, Infosys and HCL, to benchmark talent management practices to suit the present generation of employee. The three IT giants too have their talent management practices on attraction, retention and re-employment of practices

Kumari P. & Bahuguna P. (2012), *"Measuring the impact of Talent Management on Employee Behaviour: An Empirical Study of Oil and Gas Industry in India"*, The study is an attempt to understand the state of talent management and its role in emitting desired employee behavior in oil and gas industry in India. All the nine factors that were identified through the review of various literatures significantly predict the outcome. The Oil and Gas Companies which are loosing talent and reason for this is lack of awareness among people about the important and attractiveness of the sector, decreasing interest of people towards science and technology, risk associated, lack of specialized courses. They have felt the need for development of rigorous talent management system which will ensure that there is availability of right people.

Kumari P. & Bhaguna P. (2012), *"Talent Management and its Role in creating High Performance Work System: A study of Oil and Gas Industry in India"*,

The study throws light on the problem of lack of talent in oil and gas industry. The study explores the concept and reviews the available literature on talent management. It also proposes models of talent management proposed by various consultants and researchers. It also explores high performance work systems.

Singh K. & Sharma S. & Garg B. (2012), *"Driving Forces and Emerging Challenges in Talent Management: A Pathway to Organisational Success"*,

Present study throws light on the existing Indian talent scenario so as to analyze its driving forces and emerging challenges. It presents a basic understanding of what talent management is and why a talent management strategy is vital for retaining employees in the organization, ways to retain talent. It shows better talent leads to better business performance, talent is increasing source of value creation, employees expectation are also changing. Talent management is done through recognizing talent, attracting talent, selecting talent, retaining talent, managing succession.

Kaul R. (2013), *"Empirical Study of Talent Management Program and Its Impact on the Employee's Retainment and Performance in Indian Supermarket Big Bazar"*, The paper focuses on the ways by which organization should embrace talent management to obtain and retain the best talent for the achievement of organizational goals. Employees level of satisfaction with Talent management program was also investigated. The findings of the study show that the employees were satisfied with the result of Talent Management Program.

Parthasarthy M. & Pingle S. (2013), *"Embryonic Need for Talent Management System in Technical Education Institutions in India"*, The paper provides guideline to the academicians and to the management of the technical educational institutions to understand the talent management practices, The need for Talent management Experts in Technical Educational Institutions, to propose a model of Talent management System (TMS).

Bist S. & Srivastava N. (2013), *"Talent Management Scenario in the Banking Industry"*, The research paper throws light on the talent management scenario in banking industry. The study explores the talent management initiative and talent retention initiative in selected private and public sector. The findings reveal that as compared to Public sector banks private sector banks realize the importance of talent management and talent retention.

Research Gap

- Talent management is an emerging topic therefore not many studies are available and the available studies concentrate mostly on talent retention.
- There have been confusions regarding the concept of Talent management. It is considered a synonym for HRM that can serve as a topic of research.
- Talent management is a wider concept and many factors like talent acquisition, talent development, talent management strategies, talent management process, talent management audit can be the focus of study. Lot many areas like Talent management and its effect on organization development/effectiveness, behavior of employees, attitude of top management, dealing with talent crisis can helpful in throwing light on the topic
- As per the review of the available literature the studies on talent management are mostly undertaken in educational institutions, banks, BPO, cement industry and IT industry but a large number of industries are yet to be covered which includes hotel, hospitals, export-import industry, pharma industry, Insurance and Telecom sector.

Significance of the Study

- The aim of the study is to throw light on the effect of talent management practises on the performance of employees.
    - The current study will help in enhancing the knowledge of the researcher on the talent management practises and its effect of the employees performance.
- Hotel industry is on boom. There are so many chains national and international operating in India which is a source of employment for many. Hotels have a very promising HR. They have clear policies and strict implementation. They bring in the most innovative concepts and practices which are found missing in other industries.
- ***The prime reason for conducting a research on talent management practices in hotel industry is their promptness in bringing new ideas and practices that are beneficial to both the employee and the organisation.***
- Talent management is an important agenda of organisations because they have understood that it is not just about getting the work done but by whom it is performed and how well is equally important. This realisation has led to the concentration of the organisation on the human asset (in other words **the talent asset**).
- Hotel industry is greatly dependent upon customer satisfaction and feedback. This industry works 24x7 and never rests. Even the employees are available for providing best services all the time. This process of guest satisfaction is the biggest contributor in the success of hotels (this can be done by talented employees only). To make the employees rise up to this level requires the organisation's willingness in implementation of employee's development and welfare practises (talent management practises)

CONCEPTUAL MODEL

Research Methodology

Objectives of the study

- To determine the present status of Talent Management in the selected Hotels of Rajasthan
- To determine the different levels of Talent Management Practises applied in the hotels.
- To find out the impact of the talent management practices on the performance of employees.

Hypothesis of the study

Ho: There is no significant impact of Talent Management practices on Employees' Performance

Ha: There is a significant impact of Talent management practices on Employees' performance

- **Research Design**

The present study is descriptive research and seeks to analyze the impact of talent management practices on the employees' performance. For the present study five star hotels of Jaipur will be taken.

Variables of the Study

Independent variables taken for the study as a part of talent management practises are:

- Succession Planning and Career Development
- Employee Engagement
- Compensation and Rewards
- Training and Development
- Performance Management

Dependent variable is Employees' Performance

- **Sources of Data**

For the current study both primary and secondary data will be used. Sources of primary data**:**

- ***Questionnaire***
- ***Interview***
- ***Observation***

Sources of secondary data**:**

- ***Reports***
- ***Books***
- ***Articles***
- ***Magazines***
- ***Journals***

- **Scope of the Study**

The study is an effort to see the impact of talent management practises on employees' performance. **The study will be conducted in five star hotels in Rajasthan.**

The study will be conducted in

- Holiday Inn,
- The Fern-An Ecotel Hotel and more

- **Sampling Plan**

Sampling plan is a definite design determined before any data is actually collected for obtaining a sample from a given population.

- **Sample Selection**

Stratified sampling method will be used to select the questionnaire respondents in each organization.

- **Sample Size**

For the present study a total of **300** employees will be selected.

- **Research Tool**

The statistical tools required for the study are

- ***Descriptive Statistics***
- ***Factor Analysis***
- ***Chi-square***
- ***ANOVA***

- **Data Presentation**

The data will be presented through

- ***Tables***
- ***Pie charts***
- ***Bar Diagram***

- **Data Analysis**

Both ***inferential and descriptive study*** will be used to analyse the data.

Limitation of the study

1. The study is confined to the five star hotels based in Rajasthan.
2. As the technique for data collection will be questionnaire, it has certain limitations like some of the questionnaires will be half filled. Some can be lost by the employees so they will have to be filled again. Most of the questionnaires will not be filled on time.

Chapterisation

Chapter 1: Introduction

- Concept of Talent Management
- Concept of Employee Performance
- Concept of Organisational effectiveness
- Major Talent Management Practices
- Challenges in the Implementation of Talent Management Practises.

Chapter 2: Hotels in India

- Present scenario of Hotel Industry in India
- Major players in the industry
- Hotel industry in Rajasthan
- The Governing Body in Hotel Industry

Chapter 3: Research Methodology

- Concept of Research Methodology
- Review of the Literature
- Objectives of the study
- Hypothesis of the Study
- Research Design
- Scope of the study
- Statistical Tools
- Scope of the study
- Sampling Plan
- Sampling Size
- Research Tools
- Limitations of the Study

Chapter 4: Data presentation and Analysis

Data collected will be presented through Tables, Pie Charts and Bar Graphs.

This chapter will contain analysis of the data and testing of the hypothesis using analytical tools like factor analysis, t-test, chi-square etc.

Chapter 6: Findings and Conclusions and Suggestions

This chapter will provide findings and conclusions about the talent management practises and its effect on employee's performance and organisational effectiveness.

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Questionnaire for employees

Purpose of this questionnaire

The reason behind the questionnaire is to gain understanding about Talent management practices in hotel industry. The research study being conducted involves the testing of factors like effect of talent management practises on employees' performance and organisational effectiveness.

Instructions

Your response to this questionnaire is completely confidential

Please read all the questions carefully

Don't leave any question blank

There is no time gap to answer the questions

NAME	
AGE	
GENDER	
ORGANISATION'S NAME	
DEPARTMENT	
DESIGNATION	
TENURE	

1) Do you think your organisation is the preferred employer or the employer of choice?

a) Strongly Agree
b) Agree
c) Neutral
d) Disagree
e) Strongly Disagree

2) Do you know about the company policies and procedures?

a) Strongly agree
b) Agree
c) Neutral
d) Disagree
e) Strongly Disagree

3) Is your job profile in sink with the organisational objectives?

a) Strongly agree
b) Agree
c) Neutral
d) Disagree
e) Strongly Disagree

4) Is there regular assessment of staff competencies?

a) Strongly agree
b) Agree
c) Neutral
d) Disagree
e) Strongly Disagree

5) Your organisation is best at (rank in order of your preference from 1 to 5)

a) Employee engagement
b) Potential Appraisal
c) Grievance Handling
d) Succession Planning
e) Career Planning and Development

6) Do you think your organisation is making sufficient efforts for the development of employees?

a) Strongly Agree
b) Agree
c) Neutral
d) Disagree
e) Strongly Disagree

7) What is the best part of your work? (Rank from 1 to 5 in order of your preference)

a) Interesting and valued work
b) Flexible work role
c) Good/Quality conditions of work
d) Opportunities for education and growth
e) Sense of recognition

8) Does your organisation provides you a safe career?

a) Strongly agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

9) Does your organisation provides you with verbal or written recognition for your work performance?

a) Strongly agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

10) Which factor effect your work performance the most?

a) Work load
b) Discord with superior
c) Monotonous work
d) Politics/Harassment
e) Unfair treatment

11) Do you receive guidance from your supervisor for improving your performance?

a) Strongly agree
b) Agree
c) Neutral
d) Disagree
e) Strongly disagree

12) Does your organisation focus on regular trainings as per your job requirements?
   a) Strongly agree
   b) Agree
   c) Neutral
   d) Disagree
   e) Strongly disagree

13) Are you satisfied with the training programs conducted by the organisation?
   a) Strongly agree
   b) Agree
   c) Neutral
   d) Disagree
   e) Strongly disagree

14) Do you think there is requirement of separate staff for the development of the employees in the organisation?
   a) Strongly agree
   b) Agree
   c) Neutral
   d) Disagree
   e) Strongly Disagree

15) Which factor is the biggest contributor of satisfaction at work for you?
   a) Good salary and increment
   b) 8 hours work shift
   c) Job security
   d) Brand
   e) Career growth

16) What are the ways your organisation collects feedback from you?
   a) Departmental meet with HR
   b) Suggestion box
   c) Exit interview
   d) Open door policy

17) How often feedback is collected from employees?
   a) On monthly basis
   b) On quarterly basis
   c) On half yearly basis
   d) On yearly basis

18) What are the prime reasons for employees leaving the organisation?
   a) Excessive workload
   b) Less salary
   c) Discord with supervisors
   d) Organisational politics
   e) Efforts not recognised

19) What is an attractive employer according to you? (Rank in order of preference from 1to 6)
   a) Ensures work life balance
   b) Takes care of Career development
   c) Employee engagement and welfare activities
   d) Attractive salaries and appraisals
   e) Job security
   f) Succession planning

20) What efforts are made by the organisation to maximise employee satisfaction?
   a) Ensuring Opportunities for education and development
   b) Ensuring Quality work conditions
   c) Ensuring Interesting and valued work
   d) Ensuring Flexible work role
   e) Ensuring Grievance Redressal

21) How does your organisation keeps track of the growth of the employees?
   a) Feedback from supervisors
   b) Result of training programmes
   c) Personal observation and interviews
   d) Feedback from colleagues

22) What additional efforts does your organisation undertake to make the employees feel special?
   a) Appreciation letters
   b) Monetary rewards
   c) Certificates
   d) Verbal appreciation

23) Does your organisation uses succession planning as a tool to fill vacancies?
   a) Strongly Agree
   b) Agree
   c) Neutral
   d) Disagree

e) Strongly Disagree

24) What suggestions would you like to make for the improvement in the organisational practises ?

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